



EFFECTIVENESS OF THE MENTORS IN THE GROWING CORPORATE COMPANIES

G. Abhishek

Research Scholar, Bharath University, Chennai, India

Dr. C.B. Senthikumar

HOD of Commerce, Dr. M.G.R Educational and Research Institute University,
Chennai, India

ABSTRACT

In the present corporate scenario, the employees belonging towards the organization is becoming very less. Gone are those days where an employee stays in an organization till their retirement. But in the present era, sustaining in the same job for few years is becoming very difficult. That is due to people need fast growth, high attention, more income & at times no proper guidance. The new entrants in the organization are also in the same path. They are not guided properly by the seniors in the organization. Thus the Mentors come into picture

Key words: Benefits of Mentoring, Identification of Mentors & Protégées and Process of Implementation.

Cite this Article: G. Abhishek and Dr. C.B. Senthikumar, Effectiveness of the Mentors in the Growing Corporate Companies. *International Journal of Civil Engineering and Technology*, 8(3), 2017, pp. 118–126.

<http://www.iaeme.com/IJCET/issues.asp?JType=IJCET&VType=8&IType=3>

1. INTRODUCTION

Benefits of Mentoring: Mentoring is not a science. It is an art. Everyone cannot be a Mentor. Only the handpicked from the lots will be eligible for being a Mentor. If there is a mentor in the organization, the employees will be more comfortable as they would have a platform for sharing their thoughts & views. Even the grievances can be redressed very easily. A boss can never become a mentor. The Mentor should be the one who is different from the boss. “All Mentors can be a good boss. But all Good BOSSES cannot become a Good Mentor”



Figure 1

There are some qualities which Mentor has are predominantly many bosses doesn't possess or they may not wish to have. Some are

BOSS	MENTOR
Dominates & Controls	Friendly & Conducive
Takes Decisions & Ask people to implement it	Before taking decision, he will consult with everyone
Will not interact much	Will interact proactively
May not be a good Listener	Good at Listening
Gives Advice	Will give suggestions
Calls himself a Leader	Calls himself a Team-Mate
Takes the Ownership on his head	Gives Empowerment & make them confident
Takes all the credit	Gives All Credit
Blames others if something goes wrong	Takes Blames on his head
May not love the Organization	Love the Organization & job will become a role model for others

Here the Mentor doesn't have to be a boss. But he should be good at igniting confidence in the protégée. The protégées cannot open up with their boss. But they can open up with their mentors. They can be more confident about Mentors than boss since,

- Mentors will listen to the protégées & gives suggestions to handle the situation. Unlike boss, they do not give solutions
- Mentors will not keep their hands in the appraisal forms as are not involved directly in their job
- Mentors give 100% confidentiality on the issues discussed which Bosses cannot give
- Mentors can also build a healthy bridge between Bosses & Subordinates
- Mentors will stop protégées from taking emotional decisions



Figure 2

Meta-analysis of 112 individual research studies found mentoring has significant behavioral, attitudinal, health-related, relational, motivational, and career benefits. Especially in the workplace, there are many benefits to developing a mentorship program for new and current employees.

Career development: Mentoring the employees gives an immense opportunity to align organizational goals to personal career enhancement goals. It gives employees the ability to move forward professionally. This collaboration gives employees a feeling of engagement, which leads to better retention rates.

High potential mentoring: Top talent in the workplace tends to be difficult to retain as the demand for them is very high. These employees have incredible potential to make great things happen for the company, and also for themselves. With a mentor program, top talents employees can be guided into leadership positions, and give them new engagement for new roles that will attract them to stay longer.

Diversity mentoring: One of the top ways to innovate is by bringing in new ideas. Mentors can empower diverse employees to share ideas, knowledge, and experience to expand and innovate into the company. This also brings cultural awareness and a value of other cultures into the workplace.

Reverse mentoring: This not so obvious benefit of mentoring is incredibly important. The younger generations can help the older generations to expand and grow towards current trends. Everyone has something to bring to the table, this creates a two Way Street within companies where younger employees can see the larger picture, and senior employees can see things from a different point of view.

Knowledge transfer mentoring: Employees must have a certain set of skills in order to accomplish the tasks at hand. Mentoring is a great approach to help employees get organized, and give them access to an expert that can give feedback, and help answer questions that they may not know where to find answers to. Mentorship provides critical benefits to individuals as well as organizations.

2. CORPORATE MENTORING SESSIONS

Formal mentoring programs offer employees the opportunity to participate in an organized mentoring program. Participants join as a mentor, protégé or both by completing a mentoring profile. Mentoring profiles are completed as written forms on paper or computer or filled out via an online form as part of an online mentoring system. Protégés are matched with a mentor

by a program administrator or a mentoring committee, or may self-select a mentor depending on the program format.

Informal mentoring takes place in organizations that develop a culture of mentoring but do not have formal mentoring in place. These companies may provide some tools and resources and encourage managers to accept mentoring requests from more junior members of the organization

New-hire mentoring programs are set up to help new employees acclimate more quickly into the organization. In new-hire mentoring programs, newcomers to the organization (protégés) are paired with more experienced people (mentors) in order to obtain information, good examples, and advice as they advance. It has been claimed that new employees who are paired with a mentor are twice as likely to remain in their job as those who do not receive mentorship.

These mentoring relationships provide substance for career growth, and benefit both the mentor and the protégé. For example, the mentor gets to show leadership by giving back and perhaps being refreshed about their own work. The organization receives an employee that is being gradually introduced and shaped by the organization's culture and operation because they have been under the mentorship of an experienced member. The person being mentored networks, becomes integrated easier in an organization, gets experience and advice along the way

High-potential mentoring programs are used to groom up-and-coming employees deemed to have the potential to move up into leadership roles. Here the employee (protégé) is paired with a senior level leader (or leaders) for a series of career-coaching interactions. These programs tend to be smaller than more general mentoring programs and mentees must be selected to participate.

A similar method of high-potential mentoring is to place the employee in a series of jobs in disparate areas of an organization, all for small periods of time, in anticipation of learning the organization's structure, culture, and methods. A mentor does not have to be a manager or supervisor to facilitate the process

3. IDENTIFICATION OF MENTORS & PROTÉGÉES

In the process of mentoring, identification of mentors & protégées are most important factors. If this fails, then the complete intervention will become a failure. The organization which has strong mentorship process & has strong Mentors, they are the most successful organizations in terms of Growth & Performance. The Attrition level is also predominantly less due to the strong mentoring process. If the organization is been guided by effective mentors, the growth can never be restricted.

As we are aware of, Mentors are the one who hold a senior position in terms of designation, power, experience etc., Here all the senior employees cannot become a Mentor. There are few major important things to be identified before making them as a Mentor.



Figure 3 “A Good Mentor & Protégée should be like “Krishna & Arjuna”

Identification of Mentors - For being a Mentor, the person should have following criteria

- Should possess a Senior Role
- Should have more than 15+ years of experience
- Must have stayed in the same organization for more than 8 years.
- Must have a clear knowledge on all the fields & departments in the organization
- Good at Learning & Adaptive to new changes
- Likes to do something New
- Thinks Creative
- Approachable & Proactive
- Strong memory
- More focused & In line with Management Goals
- Positive Thinker
- Suggestion Provider than a Solution Giver
- Energetic & Enthusiastic
- Empowering Gen Y
- Who doesn't love to take credit
- Confidential & Trust Worthy
- Good at Emotional Balance
- Guiding the protégées without holding them tight
- Helps the organization to grow
- Helps to reduce attrition & brings the belongingness in the organization

If a Mentor possesses 60% of the above mentioned traits, he can always be a good mentor. As we know Mentor is all about Attitude. But we hardly find mentors in the

organization. The reason is, many senior level people are enriched with Skills, Experience & Knowledge. But the Attitude towards growing the next level & enhancing the organization would be missing. The focus will be more on their individual development. Mentors can also be identified from the middle level if they are exceptionally good.

Identification Of Protégées - Not every employee can become a protégée. There is little identification to be done before choosing the protégées.

- Liking towards the job & the organization
- Will sustain the organization for a long term
- Positive Attitude
- Likes to learn from others experience
- Likes to grow well in the organization
- Who can be open & transparent
- Good at being a Team Player
- Who can be carved as a potential resource
- Possessing over all knowledge
- Adaptive to take new challenges & changes.

If the protégée has few of the above mentioned traits, then he can be identified as a protégée & we can loop them with the right mentors.

The identification of Mentors & Protégées can be done through

- Psychometric Assessments
- Performance & Potential Appraisal
- Employee Survey
- Consultant Opinions
- Experimental Methods

On the personal basis, Psychometric Assessments helps to identify both Mentors & Protegees and also helps in pairing them effectively.

4. PROCESS OF IMPLEMENTATION

The process of finding the Mentors & Protégées is not that simple. It will take a good time. But it can be done in a well-defined manner. There are few processes which should be followed for the successful implementation of the program.

Process 1: Identification of Mentors

Once the initiative is started, the first most important thing is to identify who can be selected as mentors. From the assessments & appraisal tools, the mentors can be identified from the lot. One to one assessment can also be done to make them aware of where they stand.

Process 2: Training for Mentors

Once the mentors are identified, then the exclusive training should be conducted for them to make them understand their role, importance in the organization, significance of the new portfolio & how they can make a difference.

Process 3: Identification of Protégées

Once these two processes are over, the next level will be on identifying the protégées. Even here, not all the employees can become protégées. If they cater the requirement from the assessments & who are very capable, then they will be selected as protégées

Process 4: Training For Protégées

Even the protégées are expected to attend an exclusive program on what is expected from this initiative & why they were selected from the lot.

Process 5: Matching the Profiles

The process of identifying mentors & protégées are not over there. The actual work will start from here as the matching up the profiles of mentors & protégées are very important. If the matching up is not done properly, then the entire process will become a failure. This can be done effectively through the assessment methodologies.

Process 6: Meet Up & Way Forward

The last & the final process are to have a meeting with both mentors & protégées to have better understanding & how to take this initiative forward. Here the Human Resource Department plays a major role in taking the initiative forward by the rules & regulations in place.

5. MENTORING IN THE ORGANIZATION

After the personal study conducted on the impact of the mentoring at the organization the response was

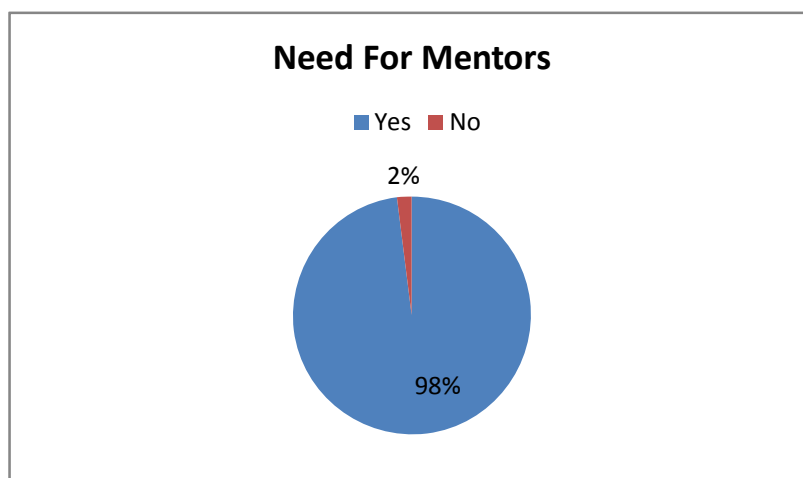


Figure 4

The Top 5 Impactful Reasons for Mentorship

- Sharing Knowledge
- Reduce Attrition
- Increase In The Productivity
- Organization Growth
- Secured Work Environment

The Responses were very much in support for the process. This is not only for the bigger corporate, but also for the entry & middle level organizations as well. Every individual needs some guidance professionally & also personally. Since personal issues also hamper the performance of the professional.

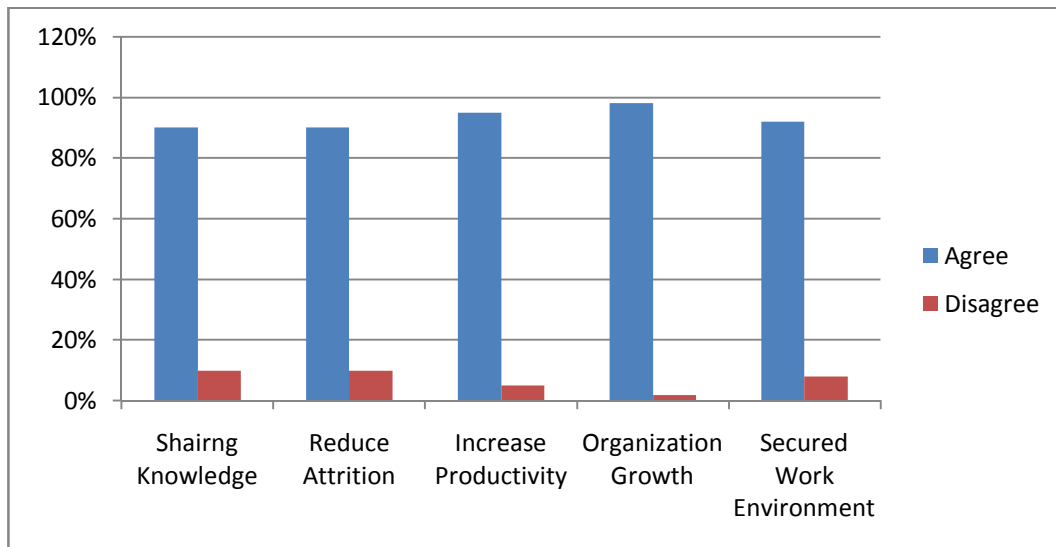


Figure 5

6. SUGGESTIONS

To make this effective process to work out in the corporate sectors, there are few suggestions which they can follow.

- Once the framework is set, they can role the program
- Keeping the check on the Mentors & protégées on how effective they are functioning
- Having Fortnight meetings initially & then it can be converted to Monthly Meetings
- Mentors effectiveness can be looped in their Performance Appraisal. Thus it will help them to perform even more better
- Role Clarity should be clear to both Mentors & Protégées
- Grievance Redressed Cell can be formulated from the HR team to know how effectively this work without breaking the confidentiality
- Pre & post Mentoring Process Study can be taken to see the viable changes

7. CONCLUSION

This initiative will work very effectively, if the process is set efficiently. It may not involve bigger cost. But the return what as an organization get would be highly impactful. By this initiative both the employer & employee would be happy. The senior level employees will also get an opportunity to explore their potential. Even if the high potential mentor gets retired, he can still continue to be a mentor. As said, mentor can also be identified from the middle level leadership. They can be taken to mentor the junior level or the entry level executives.

Entry Level Employees	➡	Middle Level Mentors
Middle Level Employees	➡	Senior Level Mentors
Senior Level Employees	➡	Self-Mentoring/Renowned Management Gurus

REFERENCES

- [1] Odiorne, G. S. (1985). "Mentoring - An American Management Innovation". *Personnel Administrator* (30): 63–65.
- [2] Daloz, L. A. (1990). *Effective Teaching and Mentoring*. San Francisco: Jossey Bass. p. 20.
- [3] Aubrey, Bob and Cohen, Paul (1995). *Working Wisdom: Timeless Skills and Vanguard Strategies for Learning Organizations*. Jossey Bass. pp. 23, 44–47, 96–97.
- [4] Ensher, E.; Heun, C.; Blanchard, A. "Online mentoring and computer-mediated communication: New directions in research". *Journal of Vocational Behavior* 63: 264–288.
- [5] Allen, TD.;Eby, LT.; Lentz, E (2006). "Mentorship behaviors and mentorship quality associated with formal mentoring programs: closing the gap between research and practice". *Journal of Applied Psychology* 91 (3): 567–578. doi:10.1037/0021-9010.91.3.567. PMID 16737355.
- [6] Kaye, Beverly; Jordan-Evans, Sharon (2005). *Love 'Em or Lose Em: Getting Good People to Stay*. San Francisco: Berrett-Koehler Publishers, Inc. p. 117. ISBN 978-1-57675-327-9.
- [7] Ragins, Belle Rose, John L. Cotton, and Janice S. Miller. "Marginal mentoring: The effects of type of mentor, quality of relationship, and program design on work and career attitudes." *Academy of Management Journal* 43, no. 6 (2000): 1177-1194.
- [8] Schein, Edgar H. (June 1978). *Career Dynamics: Matching Individual and Organizational Needs*. Addison-Wesley. ISBN 0-201-06834-6.
- [9] Bullis, C.; Bach, W. B. (1989). "Are mentor relationships helping organizations? An exploration of developing mentee-mentor-organizational identification using turning point analysis". *Communication Quarterly* 37 (3): 199–213. doi:10.1080/01463378909385540.
- [10] Dr. Govind Dave and Binit Patel, A Study of Corporate Branding and its Impact on Consumers' Loyalty. *International Journal of Advanced Research in Management*, 7 (2), 2016, pp. 11–19.
- [11] Dr. Stephen I. Dugguh and Abubakar Muhammad Galadanchi, Employee Mentoring: A Training and Development Technique in Enhancing Organizational Effectiveness and Efficiency, *International Journal of Management (IJM)*.5 (8), 2014, pp. 57–66.